



The Big C Appeal Limited
(A Company Limited by Guarantee)
Report and Financial Statements
Year ended 31 December 2023

Company Registration No. 01521441
Charitable Registration No. 281730
(England and Wales)

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Year ended 31 December 2023



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Letter from the Chair

Year ended 31 December 2023



1. Letter from the Chair

Dear Reader

I think that **Big C** is a unique regional charity in that its mission has several complementary priorities – **providing support and information** for cancer patients and their families; funding **world-leading cancer research**; investing in **essential equipment**; and **supporting education** to improve healthy lifestyle choices. To my knowledge, no other organisation in the UK supports all of these streams of activity and we are indeed having an impact and making a difference for those affected by cancer. Here are some of the highlights of Big C's 2023:

- **20,751** support sessions have been held – for people diagnosed with cancer, their family, friends or carers.
- We supported over **670** service users every month.
- **2,302** welfare matters have been resolved for **921** service users, which gained an income of **£2.7 million** on their behalf.
- Our retail operations brought in **£1.4 million**.
- **£201k** has been invested in ongoing research projects, and the sum of **£200k** was awarded to new cancer research projects taking place on the Norwich Research Park. This included a contribution of £50k from the Ladies In League Against Cancer fundraisers and additional support from the University of East Anglia, enabling four PhD projects to be funded, all of which are planned to start in late 2024.
- **35,450 hours** of volunteering were undertaken, which meant we could keep our Support Centres, online hub, retail shops and events running efficiently.
- We have helped support the building of a new **Priscilla Bacon Hospice**, to care for end-of-life palliative care patients. Our palliative care specialists also help cancer patients access the best care to be able to live at home.
- Over **£2.9 million** has been raised by Big C's loyal supporters.

You'll see lots more exciting highlights as you read through this report. For me, it has been wonderful to see how well our Norwich City Centre hub on Dereham Road has turned out on its completion. This is a real haven in the city – welcoming, peaceful and beautifully designed and furnished, again with support from the LILAC ladies. There have been some great fundraising efforts and events, like the Three Peaks Challenge, Fire Walk and sponsored sky-diving. And of course the Big C "Big Bum" continues to impress and entertain, helping to convey key messages from our newly created Health Academy about cancer and the importance of healthy eating and lifestyle. The Health Academy is particularly working with other partners to promote public health in disadvantaged and hard-to-reach communities.

Letter from the Chair

Year ended 31 December 2023



However, the unfortunate reality is that now one in two of us will be diagnosed with cancer in our lifetimes, so the need for the work of Big C will not diminish. But we are indeed making a difference – helping people who have been affected by cancer, supporting new research into its diagnosis, treatment and prevention, and working to improve the health of the people of Norfolk and Waveney.

I want to thank everyone – volunteers, donors, and the staff and Trustees of Big C – for all their generosity, passion and continuing hard work. Keep up the fight!

Many thanks to you all and my very best wishes

Dylan Edwards

Chair

Directors' Report

Year ended 31 December 2023



The Directors who are also Trustees of the charity, have pleasure in setting out the financial statements of The Big C Appeal Limited for the year ended 31 December 2023.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published October 2019.

2. Reference and Administration

Registered charity name

The Big C Appeal Limited

Trustees who served during the year and at the date of approval

Prof. Kris Bowles MBE
Helen Cordingley
Mr Simon Crocker
Dr Noreen Cushen-Brewster
Prof. Dylan Edwards – Chair
Bethany Gammage (appointed 31 January 2024)
Paige Gouldthorpe – Vice Chair (with effect from 24 May 2023)
Jon Humphreys – Vice Chair (retired 24 May 2023)
Sharon Johnson
Peter Lambie (retired 24 May 2023)
Marilyn Martin – Treasurer
Chloe Smith MP (appointed 25 October 2023)
Denise Troughton
Karen Vincent

Lifetime President

David Moar MBE

Lifetime Vice-President

Theresa M Cossey MBE

Secretary

Katherine Morgan ACIS

Chief Executive

Dr Christopher Bushby

Company number

01521441

Charity registration number

281730

Telephone

01603 619900

Website

www.big-c.co.uk

Directors' Report

Year ended 31 December 2023



Registered office and principal address

Centrum, Norwich Research Park
Colney Lane, Norwich, NR4 7UG

Auditors

Lovewell Blake LLP, Bankside 300,
Peachman Way, Broadland Business
Park, Norwich NR7 0LB

Solicitors

Hansells, 13 The Close
Norwich, NR1 4DX

Bankers

Barclays Bank PLC, 5/7 Red Lion St,
Norwich, NR3 4DY

Insurance Advisors

Alan Boswell Group
Harbour House
126 Thorpe Road
Norwich

Investment Managers

Canaccord Genuity Wealth
Management
Suite 4, Ground Floor
13-15 St Georges Street
Norwich, NR3 1AB

3. Objectives and Activities for the Public benefit

The Trustees have referred to the Charity Commission's General Guidance on Public Benefit when reviewing the charity's objectives, activities and achievements. This guidance is taken into consideration when planning for the future. All charitable activities are undertaken to further Big C's charitable purposes for the public benefit.

The Memorandum of Association defines the objects of the Big C as:-

- *To conduct, support, promote or assist in the promotion of research into all matters connected with or bearing on causes, prevention, treatment and cure of cancer within the UK or in any other part of the world.*
- *The support and development of research into the causes, prevention, treatment and cure of cancer in hospitals and institutions and to disseminate the useful results thereof.*
- *To provide, equip, extend and maintain Charitable and National Health Service hospitals and laboratories for the treatment of and research into cancer.*
- *To make grants or assignment of funds for:-*
 - *the erection or extension of Charitable and National Health Service hospitals or laboratories or for the equipment of any Charitable and National Health Service hospital or laboratory in which treatment or investigations are or shall be pursued.*
 - *Individual workers in Charitable or National Health Service hospitals or elsewhere.*

The charity's main objectives, activities and achievements for 2023 are described below.

4. Big C's Objectives, Activities and Achievements for 2023

Strategic Review

A three year Business Plan for 2023-2025 was developed and adopted by the Trustees on 26 October 2022. The plan set out the strategic and business rationale to deliver the charitable objectives of Big C over 2023-2025 against a measured and stated financial

Directors' Report

Year ended 31 December 2023



performance. The focus of the 2023-2025 Business Plan was the six key charitable and trading pillars set out below:

1. Delivery of innovative, outstanding and cancer patient focused Support and Information services across Big C acute and community centres.
2. Continued investment into world-class cancer research.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from income generation activities throughout retail and fundraising.
6. Investment into the staff and volunteers of the charity and organisation culture.

The objectives set within the 2023 Business Plan were achieved as detailed below.

Charitable Operations: Support, Information and Education

The impact of COVID-19 changed Big C's fundamental way of working within the Charitable Operations directorate and across the organisation. Out of the negativities, emotional and sometimes physical distresses which the pandemic presented to the charity and its service users, there have been many positive and innovative outcomes. As an organisation Big C's objective had always been to grow and build on digital work - the impact of the pandemic accelerated and forced the fast development of the charity's digital innovation. Big C continues to work successfully via a blended method of face-to-face and virtual, allowing for greater inclusivity and gives the patient greater choice and versatility when accessing Big C services.

Face-to-face connections remain vital, however Big C has been exceptionally responsive to the changing world, as well as creative, adaptable, and fluid, enabling the charity to move swiftly between different modes of communication and support. Whichever methods or channels used to support service users, Big C has been determined to ensure that communications provided the highest quality experience that service users rightly deserved, and that services were evidence-based as well as service user/patient centred. The digital way of working has been fully embraced by the team, sometimes encouraging apprehensive individuals to put their fears aside and learn new digital skills, enabling service users from many different areas of the county to come together for Big C support. The mixed modalities of service delivery has significantly improved Big C's reach, allowing the organisation to strengthen work in the hard-to-reach communities within Norfolk, such as the rural and aging populations. The team has also expanded the charity's community services, by providing care, support and education within the

Directors' Report

Year ended 31 December 2023



community, bringing Big C services to the community and thereby narrowing healthcare inequalities in line with the NHS Long Term Plan

Core20PLUS5, committed to strengthening its contributions to reducing health care inequalities. The launch of the Big C Health Academy, along with other evidence based innovative support programmes, with significant branding improvements, has greatly enhanced Big C's reach, visibility and reputation within the East of England.

2023 Highlights and Achievements

- Specialised, Cancer Support and Information Centres in the grounds of the Norfolk and Norwich University Hospital and premises in King's Lynn and Great Yarmouth. The launch of the community based Norwich City Centre on Dereham Road. All centres are fully operational and open to drop in and via appointment.
- Community Support Hubs have delivered support and information services at the Cromer Macmillan Community Hospital, Thetford Burrell Centre and at the Pear Tree Centre in Suffolk – these hubs offer people the opportunity to drop in and speak to someone more locally, rather than having to travel to one of Big C's stand-alone centres. Each centre and hub is purposefully located within the East of England's major acute NHS trust localities, being the Norfolk and Norwich University Hospital Foundation Trust; James Paget University Hospital Foundation Trust; East Suffolk and North Essex Foundation trust; West Suffolk Hospital; and Cromer and District Hospital (NNUH).
- A full range of support online and by telephone was available via Big C's dedicated virtual centre and free 0800 helpline, ensuring that everyone can access support in whichever form suits them best thus broadening Big C's demographic reach and improving access for hard-to-reach populations. Since 2020, Big C has successfully increased the number of service users it supports by 75%.
- Further support and information services provided include:
 - Complementary therapies; including reiki, group relaxation, general massage, reflexology and the Jennifer Young specialist skincare for patients with cancer.
 - Full launch of the externally funded **Big C Health Academy**, providing a range in house and outreach services including nutrition support, physical activity support such as yoga, gentle exercise, walking football, bowls, child and family physical activity fun days, gardening and holistic 'back to nature' wellbeing walks and events around the county. A monthly face to face feel good Friday group. Other activities include a fully immersive health education and awareness community programme reaching over 9,000 individuals since launch, many in hard-to-reach communities.
 - A variety of support groups both face to face and virtual, including men's groups, women's groups, site specific support groups such as breast and prostate, brain and bowel, a teenage and young adult group, family support groups, bereavement support group, carers support group, and palliative care support groups.

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- Expert inhouse advice on nutrition and exercise pre, during and post cancer treatment and commissioning by JPUHFT to support the Trust's prehabilitation group. Big C has its own Health Academy team incorporating qualified registered nutritionist and qualified physical activity provider to level 4 cancer exercise intervention.
- 1:1 Cancer Specialist Nurse support.
- 1:1 mentoring support with dedicated and experienced Support & Information Officers
- Introduction of the Big C's Senior Healthcare Support Worker, covering the gap between the support & information officer and the registered nurse.
- Development for launch in 2024 of the externally funded **Child & Family Support Programme** in collaboration with the Jenny Lind Hospital at NNUHFT. Incorporating attendance at NNUHFT Multidisciplinary Team (MDT) meetings, child clinic visits alongside the oncology paediatric consultants, and dedicated family support facilitated by Big C Educational Psychologist.
- Dedicated palliative care support for individuals with a palliative care diagnosis with no current specialist care requirements. In collaboration with NNUHFT, Priscilla Bacon Hospice and the community palliative care team.
- Counselling and psychotherapy support for adults, teenagers and children, including family therapy.
- Welfare advice and support in collaboration with Citizens Advice providing an income gain for service users of **£2,724,019**.
- Wig and head scarf/wear support.
- Hosted Look Good, Feel Better workshops for Men, Women and Young Adults.
- Self-Supported Management Programme following discharge from hospital in collaboration with NNUHFT.
- Advanced care planning, financial advice and 1:1 and family support for the end-of-life patient.
- Launch of a monthly local radio Big C Cancer Information and Support slot.

Increased support and outcome achievements

- A total of 20,751 service user support sessions across all services and locations, an increase of 60% compared to 2022.
- Increase in carers and bereavement support - 75% were patients; 18% carers; 6% bereaved.
- Increase in the support of men - 65% female; 35% male.
- Increase in the younger population coming for support - 51% were between the age of 51-70, followed by 71-90 (29%), and 31-50 (16%).
- **FACT-G quality of life (QOL) questionnaires.** Of service users (SUs) that completed a Post questionnaire, 65% reported an improved overall QOL score.
- **MyCaW questionnaires.** Of SUs that completed a Post questionnaire, 69% reported an improved QOL score.
- **Nourish & Nurture Nutrition programme feedback questionnaires** - 75% reported finding the programme - Excellent overall, with the remaining 25% rating it as Good.

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- **CORE10 counselling questionnaires.** Of SUs that completed a Post questionnaire, 77% reported an improved overall CORE10 score.

Regulated activity: Care Quality Commission registration has not been required for Big C's current activities. This will continue to be reviewed when new services/activities are added to the charity's portfolio.

Support & Innovation Grant Making

A grant of £125k was supported in 2021 and paid to Priscilla Bacon Hospice in 2022 in support of the construction of a new hospice accessible to cancer patients. A further £125k was paid in 2023.

An annual payment of £30,000 to the Pear Tree Centre in Halesworth was paid in 2023. The £150,000 grant (awarded in 2019 and payable in annual instalments from 2019 to 2024) was to resource the Centre enabling it to provide support and information to those affected by cancer in the local area.

Research and Equipment Grantmaking

2023 Highlights:

Big C is committed to investing into credible world-class cancer research and health enhancing medical equipment to improve the lives of those affected by cancer.

Whilst the 2023 Business Plan did not allow for new investment into research or equipment this position was reviewed by the Trustees in March 2023 following the early outcomes reported by the Research Investment Working Group and discussions with the University of East Anglia. As a result the Board agreed that the sum of £150k be released from the charity's reserves in support of a 2023 research grants round for PhD applications from Norwich Research Park (NRP) partners (via UEA) only, with a maximum of £50k available for each award (with the remaining costs to be covered by UEA). This received a positive response from colleagues across the NRP and four applications for PhD funding were received. With the generous commitment of support of an additional £50k from the Ladies in League Against Cancer fundraising group (LILAC) all four were awarded the maximum sum of £50k and are detailed below.

23-01R - Helping the Immune System Fight Cancer: Developing Small Molecule Leads for Immune Checkpoint Therapy Using Peptide Scaffolds

Dr Andrew Beekman, School of Pharmacy, UEA - 3 year PhD project starting 1 October 2024 (chosen by LILAC for support)

23-02R - Unravelling interactions of genotoxic E. coli with human colonic epithelium and the microbiome under physiologically relevant conditions

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Dr Stephanie Schüller, Norwich Medical School, UEA - 3 year PhD project starting 1 October 2024

23-03R - *Investigating the metabolic link between leukaemia and heart failure*

Dr Stuart Rushworth, Norwich Medical School, UEA - 3 year PhD project starting 1 October 2024

23-04R - *Designing novel biotherapeutics for effective and targeted treatment of cancer*

Dr Amit Sachdeva, School of Chemistry, UEA - 3 year PhD project starting 1 October 2024

Section 10 “Plans for Future Periods” and Section 11 “Structure, Governance and Management” reflects the above and the other final outcomes from the Research Investment Working Group.

Applications for Big C Student Bursaries were invited in March 2023. Unusually and despite promotion no applications were received.

Big C has retained its membership of the Association of Medical Research Charities (AMRC). Membership is a hallmark of the high quality and transparency of the charity’s grant giving framework and processes and gives re-assurance to stakeholders that the charity meets very high standards of governance in this area of Big C’s operations.

The charity’s investment of £400k in the Quadram Institute, first agreed by the Trustees in 2016 began payment by instalments in 2021 and this continued in 2023. This investment was made to ensure the continuation of world-class and innovational research thereby continuing to develop an environment within the region providing positive outcomes for individuals affected by cancer.

Grants cancelled in the year totaled £2,298 all relating to Research.

Income Generation

Fundraising 2023 Highlights

The fundraising team provided a motivating schedule of events successfully offsetting set up costs with valuable corporate sponsorship. The reintroduction of the National Three Peaks Challenge and a firewalk in Norwich Castle Gardens provided a significant income contribution in the summer months and the busy December was boosted by a new Forest Fun Run in Thetford. The opportunity to enter both physical and virtual marathons continued to be appealing to a wide variety of energetic supporters who raised significant sponsorship funds.

Directors' Report

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The charity has strong corporate relationships and is grateful for all of their continuing support.

There remains strong competition for grant funding, but the time invested in building relations with larger Charitable Trusts has provided a better conversion rate. The charity was delighted to attract valuable support funding from Garfield Weston Foundation and The Geoffrey Watling Charity. The Paul Bassham Charitable Trust generously supported the charity's Finance and Welfare service which when added to the support from Norwich Consolidated Charities enabled Big C to maintain this valuable service. The charity is grateful to all the charitable Trusts and Foundations which have kindly supported Big C's work.

Marketing and Communications 2023 highlights

The new website went live in June, creating an online presence aligned with brand tone and improved navigation, accessible to all Big C stakeholders.

There is greater awareness of Big C's expanding support services. The opening of the new Norwich City Cancer Support Centre in July gained superb media attention and the support team saw 79% year on year uplift in service user sessions.

2024 strategies:

- Increase the visibility of Big C's Research Investment Strategy to enhance awareness and stimulate funding from potential partners.
- Undertake a volunteer advertising campaign to attract new volunteers and improve resilience across the charity.
- Improve digital developments to further engagement and reach new audiences.
- Create a well-balanced inspiring portfolio of fundraising opportunities that appeal to diverse audiences and provide effective income contribution.
- Develop corporate engagement activity to improve connectivity, bolster funding and support sponsorship.
- Develop a high-profile early diagnosis campaign to build Big C reputation and expert positioning.
- Identify funding and promote the growing Health Academy educational activity.
- Create targeted applications to attract grant funding towards core services.

In 2024 the anticipated ratio for fundraising (excluding legacies and in memoriam) is 1.7:1, working to create a 3:1 ratio in future years.

Retail Infrastructure

The charity owns the premises at 45 Timberhill, Norwich which house a retail shop on the ground and the 1st floor with the 2nd floor utilised for storage. The value of the freehold property is set out in note 8.

Directors' Report

Year ended 31 December 2023



The charity currently operates in the following locations:

- Beccles: 14 New Market, NR34 9HB
- Cromer: 38 Church Street, NR27 9ES
- Dereham: 10 High Street, NR19 1DR
- Diss: Unit D, Victoria Centre, Victoria Road, IP22 4GA
- Fakenham: 33 Norwich Street, NR21 9AF
- Norwich: 26 Magdalen Street, NR3 1HU
- Norwich: 45 Timberhill, NR1 3LA
- Sheringham: 48/50 Station Road, NR26 8RG
- Swaffham: 9 Market Place, PE37 7AB
- Wymondham: 2, 3, 4, 5 and 6 Allenbrooks Way, Station Road, NR18 0AW. This property is used as a distribution centre; Furniture & Craft Emporium; and Big C Boutique.

Retail 2023 Highlights

- The charity's retail operation performed well against budget with an increase of 14% which was more than satisfactory considering the current economic climate.
- Big C has engaged with Shopiango to collect any unsellable books at a better rate per kilo than with the previous reclaim company. Through Shopiango each shop has the ability scan books and send direct to be reimbursed. This generated additional income from June 2023.
- Working in conjunction with the Rage Room in Norwich has secured regular income for items that would have been disposed of at a cost to the charity.
- Stock donation was a challenge earlier in the year; initiatives were implemented such as a social media drive, collections in community centres and contacting local businesses to host donation stations/van collections. Later in the year a high level of donations was experienced.
- Big C's eBay operation traded its second year, ending the year in a positive position against budget with further room for growth.
- Recruitment proved challenging however this was not limited to the charity sector. Two Relief Managers were recruited to provide Retail with more stability moving forward.

Directors' Report

Year ended 31 December 2023



- Volunteer recruitment was difficult in some areas and continues to be a challenge. To encourage volunteer engagement advertising has been published on social media and in local magazines. Volunteer recruitment is an ongoing project.
- The Retail estate was rebranded except for Magdalen Street which was scheduled for completion in Q1 of 2024.
- The Retail team was involved in a Bridal Show at The Forum and a sustainable Fashion Show, organised by Re-Do Norfolk, encouraging community engagement raising brand awareness. Participation in The Charity Indoor Market, Norwich in conjunction with The Benjamin Foundation provided a good opportunity to collaborate with other charities.
- A Coronation Window Competition in keeping with the coronation of King George III was judged by one of the charity's ambassadors – Amelia Reynolds. This encouraged teamwork and some friendly competition between the shops and the standard was extremely high. All shops entered the Charity Retail Association Pride Window competition and were featured in their weekly You Tube videos.
- Games Workshop traded well in the Furniture and Craft Emporium. Painting sessions commenced on Saturdays which have proved popular.
- Everyday Greetings Cards continued to be popular.
- Partnership with The Charity Shop Gift Card was launched in October.
- Big C Tote bags, Charlie Bear cuddly toy, George Bear keyring and multipack cards were launched through the Online shop and eBay. The bags, bears and keyrings are also stocked in the shops. These ranges have been expanded to the Support and Information Centres. The sale of reading glasses has been rolled out to the whole of the retail estate.

5. The Charity's People & Culture Strategy

Key Management Personnel

The Key Management Personnel of the charity consisted of members of the Executive Team (the Chief Executive, Company Secretary, Director of Charitable Operations and the Director of Corporate Services). The remuneration of these roles is reviewed and approved by the Performance & Remuneration Committee. The charity now employs 86 full and part-time staff, an increase of three from 83 at the end of 2022.

The Charity's Volunteers

2023 saw an increase in volunteer applications and the number of hours donated - possibly a reflection of people's increased confidence in returning to work post-COVID-

Directors' Report

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19 alongside Big C's continued efforts to engage with and recruit new volunteers.

In 2023 Big C's volunteers gave approximately 35,450 hours (an increase of 20%) to the charity of which 31,314 were in retail, 3,688 in charitable operations, 96 across Big C fundraising and events and 352 in head office administration.

At the end of 2023, there were 298 volunteers, an increase of 49 from 2022. There were 228 in retail, 41 in charitable activities, 23 across Big C fundraising and events and six at Big C's Head Office.

Big C's Trustees are grateful to everyone who generously gave their time to help the charity succeed in its work.

People Achievements

The charity remains committed to creating a culture that prioritises equality, diversity, inclusion and wellbeing for all its staff and volunteers.

- Creation of a Wellbeing Policy, complete with a bespoke 'Wellbeing and Inclusion Passport' that empowers individuals to share information with their manager so that the charity can ensure appropriate support or adjustments are in place.
- Making available a Health Cash Plan and Employee Assistance Programme to employees. Funding for this was made available from employer NI savings by introducing a salary exchange plan for employee pension contributions.
- Engagement of staff and volunteers in Equity, Diversity and Inclusion and well-being working groups that educate others and act as allies.
- Providing 16 meaningful work experience opportunities across the charity of which; three were from universities (e.g. doctors/radiographer students); three from colleges; nine from High Schools; and one counselling student placement.
- Awarded 'Gold Accreditation' for the second time running and finalists in the Best Employers Eastern Region programme.
- Ongoing commitment to being 'Disability Confident'.
- Continued development of high-quality induction programmes and ongoing training and development.

6. Financial Review

Income amounted to £2,979,216, (2022: £3,134,649) details are set out in the Statement of Financial Activities (SOFA) on page 34 .

Expenditure during the year amounted to £3,336,162 with £1,655,558, of this spend on charitable objectives. This compares with £2,814,520, total expenditure in 2022, with £1,224,110 spend on charitable objectives.

Five grants for support were made during the year amounting to £201,377 (2022: two

Directors' Report

Year ended 31 December 2023



grants totalling £135,000). Grants awarded for Student Bursaries amounted to £Nil (2022: £4,200). Outstanding commitments at the year end were for research £273,069 (2022: £198,256), for equipment/clinical £200,000 (2022: £280,000), for support £16,125 (2022: £171,125) and £Nil (2022: £1,400) for Student Bursaries.

Costs continue to be firmly controlled within agreed budgets. Expenditure required to generate income from shops, fundraising events and investment management amounted to £1,274,829 (2022: £1,191,042). Expenditure to generate voluntary income amounted to £405,775 (2022: £389,516).

7. Investment Policy

The charity's policy remains as:-

1. Maintaining liquidity.
2. Investing in low risk deposits.
3. Maximising income without compromising on risk.

The sum retained by investment manager Canaccord Genuity Wealth Management for investment in the stock market was invested within the above parameters, over a five year cycle across 17.5% bonds and cash and 82.5% equities, on the basis of:

- a medium risk profile with direct UK equity holdings made up of FTSE 350 and FTSE100 companies.
- a balanced return of income and growth with a target total return of 6-8% (3.5% of which would be income).
- no direct investment into alcohol, tobacco or weapons of warfare stocks.

The performance of the charity's investments and investment policy is reviewed by the Trustees on a quarterly basis.

8. Reserves Policy

The charity's net assets at 31 December 2023 amounted to £2,810,008, of which £156,016 is restricted and £87,261 is designated.

Trustees have reviewed the reserves policy during the year and felt that the previous provision of three months running costs £860,237, including service delivery is still appropriate. Full provision is made for all outstanding grants commitments £489,194. Provision has also been made for all lease commitments, £428,326, up to termination. Trustees believe this to be a responsible level at which to set target reserves, which will then enable the charity to invest in the future, whilst retaining a level of working capital, as the charity has not yet reached its ambition of meeting service delivery costs through planned income. This reserve is separate from amounts retained to cover any restricted or designated reserves commitments.

As at 31 December 2023 the Financial Statements show unrestricted liquid reserves of

Directors' Report

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£1,314,024 (2022: £1,772,146). After deduction of provisions required by the charity's reserves policy outlined above this leaves no free reserves (2022: £310,961) available as at the year end. The balances include amounts invested in line with the charity's investment policy with funds available for future charitable expenditure against the organisation's agreed Business Plan.

In addition to the free cash reserve the value of Freehold Assets of £1,252,707 at 31 December 2023 (2022: £1,192,665) would be available on realisation.

The primary areas for charitable expenditure in 2024 are:

- Delivery of outstanding Support and Information Services across Big C Centres.
- Continued investment into world-class cancer research.
- Continued funding of diagnostic and treatment equipment.

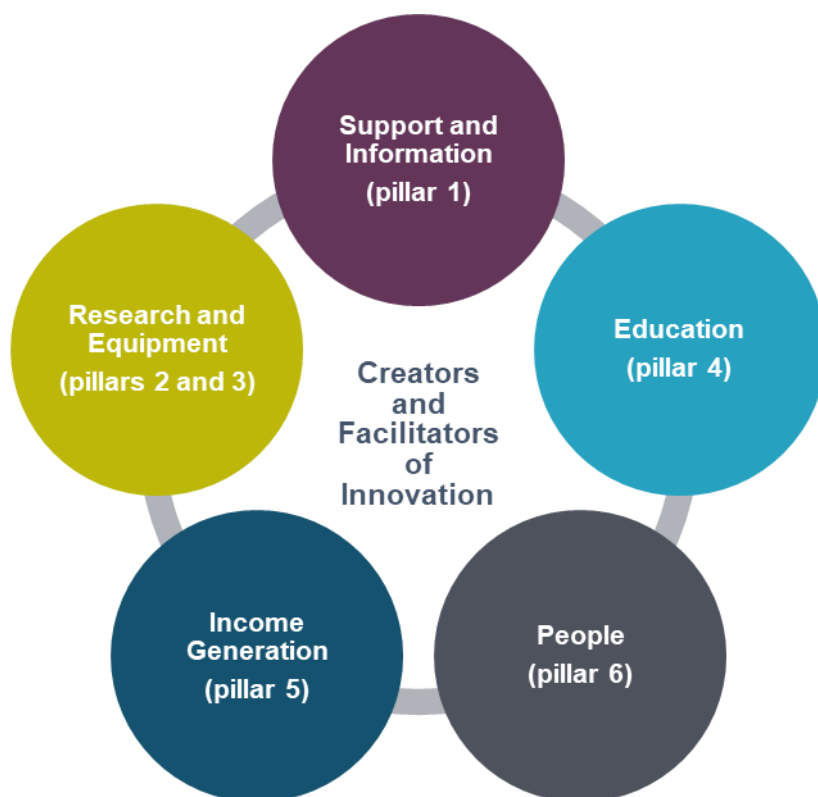
9. The Charity's Infrastructure

Big C manages its operations from premises at Centrum, Norwich Research Park, Colney Lane, Norwich NR4 7UG.

10. Plans for Future Periods

The three-year Business Plan for 2024-2026 sets out the strategic and business rationale to deliver Big C's charitable and trading objectives over the next three years against a measured and stated financial performance. Six key charity and trading pillars were agreed and are set out below:

1. Delivery of innovative, outstanding and cancer patient focused Support and Information services across Big C acute and community centres.
2. Continued investment into excellent world-class cancer research focussing on early career research primarily PhDs.
3. Continued funding of diagnostic and treatment equipment.
4. Development of educational activities and programmes which have a positive impact on individual's wellbeing and career choices.
5. Increased and improved margin of return against KPIs from Income Generation activities throughout retail and fundraising.
6. Investment into the staff and volunteers of the charity and organisation culture.



Charitable Operations: Support, Information and Education

In addition to delivering outstanding care and support at existing locations, the charity plans to:

- Continue virtual methods of service delivery.
- Develop new funded services to be delivered virtually and face to face in the centres.
- Develop the charity's model for three tiers of psychological and emotional support.
- Work collaboratively with key partners on existing and new projects.

Research and Equipment Grants

The Research Investment Strategy effective from 2024 is as follows:

- Big C's role is in supporting early stage, early career research (projects or PhDs) with a preference for local rather than national investment.
- Big C will continue to prioritise excellence in research and will not prioritise a particular strategic area or exclude a particular type of research.
- Big C will not exclude investment in research equipment grants on the condition that the grantholder make provision for service contracts and depreciation as appropriate.

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- Big C will continue to use the following measures to assess the impact of its investment:
 - number of PhD students trained
 - career development
 - research publications
 - further grant funding
 - clinical or translational impact
 - media coverage
- Big C will increase the visibility of its Research Investment Strategy; its actual investment in research; and engagement with grantholders and dissemination of their achievements.
- A restricted fund will be created within the accounts of The Big C Appeal Limited with the specific purpose of providing funds for investment into research. These restricted funds to consist of funds from grantmaking bodies, commercial companies and individuals as well as seed funding from Big C reserves.

In 2024 Trustees will give consideration to investment into research grants and if possible there will be a call for applications by the usual deadline of 31 August. Invitations for Student Bursaries will be welcomed in March 2024.

Education Activities

Big C Health Academy

Big C launched its health education and cancer awareness academy with great success. The initial launch was funded by the Integrated Care Board and predominantly covered the Great Yarmouth and Gorleston area.

Big C Health Academy aims to address early diagnosis by improving cancer prevention and cancer awareness within Norfolk and Waveney, with a particular emphasis on areas of deprivation and hard to reach communities, in line with NHS Core20PLUS5 initiative.

Promoting early cancer diagnosis

Malignancy is the second leading cause of death in the UK, following heart disease. In most cancers, early detection is one of the most important factors in determining prognosis. Approximately 4 in 10 (37.7%) UK cancer cases every year could be prevented, resulting in approximately 135,000 cases being prevented every year in the UK. Early diagnosis of cancer focuses on detecting symptomatic patients as early as possible, so they have the best chance for successful treatment and best possible outcomes for the patient.

When cancer care is delayed due to late diagnosis there is a lower chance of survival, greater problems associated with treatment and higher costs of care. Early diagnosis improves cancer outcomes by providing treatment and care at the earliest possible

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stage and is therefore an important public health strategy in all settings. Awareness of behavioural modification to aid prevention, as well as a greater awareness of signs and symptoms among the general public, will significantly contribute towards early diagnosis, better outcomes for the patient, reduce the NHS cost burden and reduce incidence.

Therefore, it is essential to provide first class comprehensive education and awareness around cancer to the public. By developing effective strategies to identify cancer early, lives can be saved, and the personal, societal, and economic costs of cancer care are reduced.

Big C Health Academy programmes

- **Health Events** - including large scale events, cancer awareness workshops in workplaces, and information & advice stands in the community.
- **Big C's Big Bum** - inflatable walk-through exhibit with new easy to read information and language translations and a virtual video tour, used at large scale events.
- **Big C's Get Moving Programme** - gentle physical activity online classes including yoga, pilates and gentle exercise.
- **Nourish & Nurture Programme** - nutrition and wellbeing online programme.
- **Feel Good Friday** - combined nutrition and physical activity in person monthly sessions.
- **Tackle Cancer** - walking football weekly face to face sessions at the Football Development Centre in Costessey, Norwich.
- **Fishing for Wellbeing** - monthly fishing sessions at Shallowbrooks, Costessey, Norwich.
- **Wellbeing days** - one off wellbeing sessions, bowls, family activities sessions.
- **Cancer rehabilitation and Cancer prehabilitation**

West Norfolk, Thetford and Norwich Health Events

Following the pilot of Health Academy events in Great Yarmouth and Waveney, the Academy will focus its health events in West Norfolk, Thetford and Norwich in 2024/25. These are areas of deprivation with communities of underserved population and communities with a greater risk of cancer due to health inequalities such as:

- Gypsy Roma Traveller community
- Homeless
- Immigrants and refugees
- Culturally and linguistically diverse (CALD) communities
- Neurodiverse community and their carers
- The deaf Community
- Those living with dementia
- Blind communities
- LGBTQ+ communities

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- People with learning difficulties
- People from ethnic minority backgrounds

In addition, the Armed Forces community has been added to the Core20PLUS5 initiative in 2023.

During the pilot, a handful of events took place in King's Lynn and Norwich and proved successful in reaching the target communities.

The main aim of Health Events

To engage in proactive conversations with people from areas of deprivation and hard to reach communities attending the events leading to:

- Greater awareness/education of signs and symptoms of cancer.
- Greater appetite to attend screening invitations and seek advice from GP with concerns.
- Highlighting important lifestyle factors impacting incidence and mortality of cancer
- Early diagnosis, better prognosis.
- Increase in awareness of support available at Big C.

The Health Academy will continue to focus on two main types of health events for 2024/25:

1. Large Scale events

- Large footfall events such as festivals and Pride.
- Bespoke Big Bum events.

2. Community events

- Working in collaboration with other organisations and charities.
- Information stands with educational props and nutrition/physical exercise activities.
- Advice and signposting.
- Cancer prevention workshops in the community – low budget meal ideas etc.
- Schools and workplaces workshops.

Health Events monthly projected timeline

- 40 Health events per year (approximately three per month).
- 60 Health events (May 2024 – December 2025).

NHS Core20PLUS5 Initiative

Core20PLUS5 is a national NHS England approach to inform action to reduce healthcare inequalities at both national and system level. The approach defines a target

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Year ended 31 December 2023



population – the 'Core20PLUS' – and identifies '5' focus clinical areas requiring accelerated improvement.

Core 20 - this the most deprived 20% of the national population as identified by the national Index of Multiple Deprivation (IMD).

PLUS - this is the population groups which should be identified at a local level.

5 - this is the five clinical areas of focus which require accelerated improvement - **early cancer diagnosis is one of them.**

The Index of Multiple Deprivation

The Index of Multiple Deprivation (IMD) is the official measure of deprivation in England. It is comprised of seven distinct domains of deprivation - Income, Employment, Health Deprivation and Disability, Education and Skills Training, Crime, Barriers to Housing and Services, and Living Environment - which are combined to provide an overall relative measure of deprivation. A higher Index of Multiple Deprivation score indicates a higher level of deprivation. The IMD is calculated for every LSOA (Lower Super Output Area) in England, with each LSOA being ranked according to their level of deprivation relative to that of other areas.

Selection criteria for Health Events

- Free entry for participant.
- Location -West Norfolk, Thetford and Norwich within areas of IMD score of 50+.
- Collaborating with local organisations, schools and businesses within the West Norfolk, Thetford and Norwich areas.

Specific areas for Health Events IMD score

King's Lynn and West Norfolk 011B	57.757
Norwich 007F	57.103
Waveney 002C	56.236
Norwich 004F	56.224
Norwich 002F	55.854
King's Lynn and West Norfolk 007A	55.795
Great Yarmouth 004D	54.779
Great Yarmouth 007D	52.938
Norwich 006E	52.831
Waveney 004C	52.692
Great Yarmouth 005A	51.259
Norwich 011H	50.83
Great Yarmouth 011D	50.794
King's Lynn and West Norfolk 007D	50.579

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Health Academy Collaborations

Big C is currently working with the below organisations across the Health Academy:

- Riverside Leisure Centre cancer rehabilitation.
- Priscilla Bacon Hospice - exercise and nutrition workshops.
- Swaffham & Litcham Hospice - exercise and nutrition workshops.
- JPUHFT - prehabilitation project.
- Norwich University of Arts – gaming.
- National Institute of Health Research and World Cancer Research Fund - nutrition working group.
- Suffolk University - cancer prehabilitation research working group.
- Future Radio - monthly slot.

Newly Developed Programmes

- Big C Family Support Programme in collaboration with the Jenny Lind Department at NNUH - **successfully funded and launched.**
- Big C Pre-Bereavement and Bereavement Support for Children, Teenagers, and Young Adults project - **successfully funded and launched.**

Research Collaborations

The following research collaborations have been pursued in 2023 and are ongoing:

- CANCERLESS research project: designed and delivered in collaboration with Big C and Anglia Ruskin University.
- Palliative and End of Life Care (PEoLC): implementing research partnerships, networks, and collaborations across Suffolk and North-East Essex Integrated Care Board, Suffolk County Council, and Waveney District Council.
- Deliberative Workshops “Transition of young people with life-limiting conditions from children’s services to adult services” - University of Suffolk and Suffolk Care Academy.
- Novel real-time behavioural support to develop healthy eating and physical activity habits following cancer treatment - University of East Anglia and National Institute for Health Research.

The diagrams overleaf show the organisations with which Big C has current or planned collaborations.

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Big C collaborations



Big C Research Collaborations

Academic Institution	Academy/network	Project	Funders
		<p>Named collaborator</p>	<p>The CANCERLESS Project has been funded by the European Commission's Programme Horizon 2020 under the Grant Agreement 860551</p>
		<ul style="list-style-type: none"> Palliative and End of Life Care (PEoLC): Implementing research partnerships, networks, and collaborations across Suffolk and North-East Essex ICS, Suffolk County Council, and Waveney. Consortium member Deliberative Workshops "Transition of young people with life-limiting conditions from children's to adult services". 	
		<p>Development of a Smartphone App for patients after cancer treatment</p> <p>Named collaborator</p>	

Directors' Report

Year ended 31 December 2023



Income Generation

Fundraising and Communications:

Big C will continue to innovate and move forward with new and original ideas to expand reach into the community:

- Create a well-balanced inspiring portfolio of individual fundraising opportunities that make effective income contribution.
- Ensure sufficient corporate engagement activity to develop connectivity, bolster funding and support sponsorship.
- Create and implement legacy campaign to attract longer-term funding.
- Develop volunteer campaign to attract new volunteers to improve resilience across the charity.
- Continue to develop brand development to extend reach.
- Improve digital developments to further engagement and reach new audiences.
- Increase the visibility of Big C's Research Investment Strategy to enhance awareness and stimulate funding from potential partners.

Retail - Big C plans to:

- Promote Big C's environmental credentials: Big C will investigate ways to promote the environmental credentials of the charity by sharing how unusable goods are recycled and the important part that the shops play in environmental sustainability. Big C will investigate the use of electric vehicles when the time comes to replace the current fleet.
- Training: the training needs of retail staff will continue to be identified for further development.
- Expansion: it is still the intention that if suitable retail premises are identified within Norfolk and the neighbouring counties and there is a viable business case that these will be actively sourced, this will enable the charity to continue to raise brand awareness and expand the network.
- Additional income opportunities: Big C will continue to explore additional income generation opportunities within retail.

In 2024 the budget KPI for retail net contribution has been set at 8.2% with achievement in 2023 of 12.9%.

11. Structure, Governance and Management

The organisation is a charitable company limited by guarantee ("the charity") incorporated on 10 October 1980 and registered as a charity on 6 February 1981. It is also known as

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Year ended 31 December 2023



Big C. The charity was established under a Memorandum of Association which set out the objects and powers and is governed by its Articles of Association. The Directors of the charity are its trustees and for the purpose of Charity Law and throughout this report are collectively referred to as the Board of Trustees (the “Board”). Under the Articles the longest serving trustees retire every third year and if eligible may offer themselves for re-election at the annual general meeting to serve for three years.

The membership of the Trustee Board remained stable during 2023 however there were two significant retirements at the AGM on 24 May. Vice Chair Jon Humphreys retired at the AGM after 12 years of service to the charity and long serving Trustee Peter Lamble also retired at the 2023 AGM after seven years of service to Big C. In October 2023 Chloe Smith MP was welcomed to the Board as a Trustee and brings valuable skills and experience from her years of public service; and in January 2024 Bethany Gammage also joined the Board and brings strategic insight into branding, marketing, fundraising and communications.

Induction for new Trustees is provided through a structure of one-to-one meetings with members of the Executive Team and site visits and meetings with other relevant employees as appropriate. Ongoing training needs are then reviewed as required with each new Trustee. Annual review of individual Trustee performance is undertaken informally by the Chair who advises the Performance & Remuneration Committee when meetings with Trustees have taken place and reports any action required.

Since 2018 the Trustees have been regularly monitoring Big C’s compliance with the Charity Governance Code and this practice has served the charity well resulting in several actions which have strengthened Big C’s governance framework. The governance focus for 2023 was:

- Special purpose working groups:
 - Final conclusions from the Research Investment Working Group were presented to the Board in June 2023 responding to the following questions:

*How should Big C support research?
What type of project? What type of funding?*

and a revised Research Investment Strategy was adopted by the Board in November 2023.

- The Trustee Diversity and Succession Planning Working Group continued in 2023 and in particular reflection on the following questions:

*What does succession planning look like for Big C Board of Trustees?
What does diversity look like for the Big C Board of Trustees?*

- Governance arrangements for Board, Committee and Panel meetings: continued with meetings taking place on-line every month (apart from August) with the inclusion of

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three hybrid meetings across the year enabling Trustees to meet in person on a scheduled basis. A programme of spotlight items was implemented with each meeting being used to spotlight a particular area of the charity's operations and performance.

- Increase transparency of Big C's governance arrangements: the new Big C website launched in Q2 of 2023 provided an opportunity to increase the visibility of Big C Trustees by inclusion of photos and biographies for the first time in the charity's history. This was an important step in helping stakeholders understand the governance of Big C and highlighting to stakeholders the quality and diversity of skills and experience shared by the Board of Trustees.

The focus for governance activity in 2024 will be:

- Continuation of the Trustee Diversity and Succession Planning Working Group and reporting of recommendations to the Board of Trustees.
- A review of the charity's constitution (Memorandum & Articles): to be undertaken as a matter of good governance with any changes to charitable objectives reflected in the 2025 Business Plan.
- To continue to increase transparency of Big C's governance arrangements by sharing the work undertaken to comply with the Charity Governance Code on the charity's website.

The Board, meeting monthly in 2023 (with the exception of August) with the Executive Team, senior staff and advisers (as required) monitors the charity's progress and performance, agrees plans and budgets, and reviews policies and strategies. The Executive Team met twice a week on average in 2023 and will keep this under review.

The Board delegates authority to committees of Trustees and to the Executive Team within the terms of reference set out in the Standing Orders and in accordance with agreed policies and budgets. Policies are determined by the Board based upon recommendations made by Big C's committees and Executive Team. There are currently two committees in operation (Grants Committee and Performance & Remuneration Committee) and the terms of reference of the two committees are as follows:

The Grants Committee met once in 2023 and its purpose is to consider research and equipment grant applications in the light of advice from the charity's Research Advisory Panel. The purpose of the Research Advisory Panel (RAP) is to provide expert independent advice on research grant applications submitted to Big C so that Trustees are well informed in their decision making and to provide expert advice to Big C pertaining to the process of their grant giving activity.

The Performance & Remuneration Committee, meeting five times in 2023 has responsibility for setting and reviewing the terms of service and objectives for the Chief Executive, Executive Directors and Company Secretary as well as general staffing policies and Trustee matters including recruitment, succession planning and

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remuneration. All salaries are periodically benchmarked against the local market and national data with external advice also forming part of the determination.

2023 membership of the Committees, Working Groups and Research Advisory Panel is set out in the following table including appointment and resignation dates.

Committee	Chair	Members
Grants	Sharon Johnson (to retire at 2024 AGM)	Prof Kris Bowles MBE (Vice Chair of Committee) Mr Simon Crocker Dr Noreen Cushen Brewster Prof Dylan Edwards
Performance & Remuneration	Prof Dylan Edwards (Committee Chair)	Mr Simon Crocker Paige Gouldthorpe (Vice Chair of the Board) Jon Humphreys (retired 24 May 2023) Marilyn Martin Karen Vincent
Research Investment Working Group	Sharon Johnson (to retire at 2024 AGM)	Prof Kris Bowles MBE Dr Noreen Cushen Brewster Dr Ian Johnson (Chair of Research Advisory Panel) Katherine Morgan (Company Secretary) Dr Melanie Pascale (Director of Charitable Operations)
Trustee Succession Planning and Diversity Working Group	Karen Vincent	Paige Gouldthorpe (Vice Chair of the Board) Denise Troughton
Research Advisory Panel	Dr Ian Johnson	Dr Leo Alexandre - consultant Clinical Associate Professor in Translational Medicine, NNUH (appointed 26 July 2023) Dr Jean Craig - Research Adviser, Research Design Service for the East of England, NIHR (retired 8 August 2023) Prof Dylan Edwards - Emeritus Professor of Cancer Studies, UEA Prof Susan Fairweather-Tait - Norwich Medical School and Research Group Member, Musculoskeletal Medicine Prof Lee Smith - Professor of Public Health, Anglia Ruskin University (appointed 27 June 2023) Dr Ralf Zwacka - Reader, School of Biological Sciences, University of Essex

Each committee and Panel has written terms of reference set out in the charity's Standing Orders. Minutes are prepared for all meetings and are circulated to the Trustees prior to consideration at the following Board meeting. Membership of the committees/panels is reviewed annually by the Board and strengthened/amended as appropriate.

Directors' Report

Year ended 31 December 2023



Risk Assessment and Management

The Trustees continued to assess the ongoing major risks to which the charity is exposed. Systems are in place to mitigate exposure to these risks and to manage risk where possible. External advisors are consulted on governance, health and safety, human resources, insurance, investment and property matters. Reputational damage remains the single most significant risk to the charity as a whole and the Board mitigates against this risk by continuing to ensure that:

- A three year Business Plan for 2024-2026 is in place which sets out longer term objectives for the charity and will measure the performance linked to accountability. This is kept under continuous review and adjusted as necessary.
- The right mix of skills across the Trustee, staff and volunteer team is in place.
- The organisation is compliant with legislative and best practice requirements.

Fundraising Standards Information

The charity is registered with the Fundraising Regulator. Big C follows the guidance issued by the Institute of Fundraising and complies with the General Data Protection Regulations. Big C has maintained its Cyber Essentials annual accreditation since 2018.

Big C has a robust complaints and feedback procedure, reviewing and learning from any complaints received. During 2023 no complaints were received about the charity's fundraising activity.

Fundraising activities are monitored to ensure that they comply with guidelines and are in line with the values and safeguarding policies of the charity.

Big C does not use any third party organisations to act on its behalf in making direct unsolicited appeals to members of the general public. The charity does not conduct any practice that may place an individual under pressure or obligation. In the year this was monitored by the Chief Executive.

12. Statement of Responsibilities of Directors and Trustees

The Trustees (who are also directors of The Big C Appeal Limited for the purposes of company law) are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:-

Directors' Report

Year ended 31 December 2023



- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS102).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

We, the directors of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- We have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

13. Auditors

The auditors, Lovewell Blake LLP, were initially appointed on 30 November 2017 for a three year period and from 2020 this appointment became subject to an annual review by the Trustees. After completion of a Trustee-led tender and selection process it was unanimously resolved by the Board on 25 January 2023 that Lovewell Blake be appointed as the charity's auditors for the period 2023 to 2025. Lovewell Blake have indicated their willingness to accept re-appointment under section 485 of the Companies Act 2006.

14. Statement of Disclosure of Information to Auditors

The Directors' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

On behalf of the Board

.....
Katherine Morgan ACIS
Company Secretary

22 May 2024

Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2023



Opinion

We have audited the financial statements of The Big C Appeal Limited (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2023



Other information

The other information comprises the information included in the Directors' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' report (incorporating the Trustees' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2023



- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on pages 28 and 29), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of operations and reviewing accounting estimates for bias.

Independent auditors' report to the members of The Big C Appeal Limited Year ended 31 December 2023



Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance-ethics/auditors-responsibilities-for-the-audit>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Mark Proctor FCA DChA, Senior Statutory Auditor
For and on behalf of Lovewell Blake LLP
Statutory Auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Date: 12 June 2024

Statement of financial activities

Year ended 31 December 2023



Income and expenditure account – 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2023 £
Income					
<i>Donations and legacies:</i>					
Legacies		763,273	-	-	763,273
In Memoriam		81,441	-	-	81,441
Donations and gift aid		250,520	820	25,889	277,229
Trust income		5,828	191,797	-	197,625
Tribute funds		5,581	-	-	5,581
<i>Charitable activities</i>					
Fundraising events		128,241	-	49,206	177,447
Services		465	-	-	465
<i>Other trading activities:</i>					
Charity shops		1,368,336	-	-	1,368,336
Merchandise		49,507	-	557	50,064
<i>Investments</i>					
Interest and dividends		57,226	-	529	57,755
Total income		2,710,418	192,617	76,181	2,979,216
Expenditure					
Raising funds	2	1,660,404	-	20,200	1,680,604
Charitable activities	3	1,568,943	86,615	-	1,655,558
Total expenditure		3,229,347	86,615	20,200	3,336,162
Net (expenditure)/income before gains on investments		(518,929)	106,002	55,981	(356,946)
Net gains on Investments		59,585	-	-	59,585
Net (expenditure)/income before transfers		(459,344)	106,002	55,981	(297,361)
Transfer between funds		61,264	(1,204)	(60,060)	-
Net (expenditure)/income		(398,080)	104,798	(4,079)	(297,361)
Reconciliation of funds					
Total funds brought forward	13	2,964,811	51,218	91,340	3,107,369
Total funds carried forward	13	2,566,731	156,016	87,261	2,810,008

Statement of financial activities

Year ended 31 December 2023



Income and expenditure account – 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Designated Funds £	Total 2022 £
Income					
<i>Donations and legacies:</i>					
Legacies		1,271,533	-	-	1,271,533
In Memoriam		95,571	-	-	95,571
Donations and gift aid		176,157	2,208	14,969	193,334
Trust income		53,667	54,195	-	107,862
Tribute funds		2,427	-	-	2,427
<i>Charitable activities</i>					
Fundraising events		113,104	50	53,519	166,673
<i>Other trading activities:</i>					
Charity shops		1,205,907	-	-	1,205,907
Merchandise		33,273	28	604	33,905
<i>Investments</i>					
Interest and dividends		52,773	-	38	52,811
<i>Other income</i>		4,626	-	-	4,626
Total income		3,009,038	56,481	69,130	3,134,649
Expenditure					
Raising funds	2	1,557,308	-	23,250	1,580,558
Charitable activities	3	1,180,007	44,103	-	1,224,110
Loss on disposal of assets		9,852	-	-	9,852
Total expenditure		2,747,167	44,103	23,250	2,814,520
Net income before (losses) on investments		261,871	12,378	45,880	320,129
Net (losses) on investments		(124,670)	-	-	(124,670)
Net income before transfers		137,201	12,378	45,880	195,459
Transfer between funds	13	440,189	(438,789)	(1,400)	-
Net income/(expenditure)		577,390	(426,411)	44,480	195,459
Reconciliation of funds					
Total funds brought forward	13	2,387,421	477,629	46,860	2,911,910
Total funds carried forward	13	2,964,811	51,218	91,340	3,107,369

Balance Sheet

Year ended 31 December 2023



	Notes	2023 £	2022 £
Fixed assets			
Tangible assets	8	1,252,707	1,192,665
Investments	9	948,441	1,104,907
		<u>2,201,148</u>	<u>2,297,572</u>
Current assets			
Debtors	10	1,012,468	897,391
Cash at bank and in hand		356,766	1,083,743
		<u>1,369,234</u>	<u>1,981,134</u>
Creditors: Amounts falling due within one year	11	(480,374)	(866,605)
Net current assets		<u>888,860</u>	<u>1,114,529</u>
Total assets less current liabilities		3,023,611	3,412,101
Creditors: Amount falling due after more than one year	12	(280,000)	(304,732)
Net assets		<u>2,810,008</u>	<u>3,107,369</u>
The funds of the charity:			
Unrestricted income funds	14		
General fund		2,566,731	2,964,811
Designated fund		87,261	91,340
Total unrestricted funds		<u>2,653,992</u>	<u>3,056,151</u>
Restricted fund		156,016	51,218
Total charity funds		<u>2,810,008</u>	<u>3,107,369</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Charities SORP 2019 (FRS102).

The financial statements were approved and authorised for issue by the Board on 22 May 2024.

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Prof. Dylan Edwards

Trustee

Company registration number 01521441

Cashflow statement

Year ended 31 December 2023

	Notes	2023 £	2022 £
Cash flows from operating activities:			
Net cash (used in) / operating activities	18	<u>(846,536)</u>	<u>(492,951)</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets	8	(154,247)	(618,559)
Purchase of investments	9	(193,403)	(76,574)
Proceeds from sale of investments	9	389,128	36,104
Interest received		14,759	10,353
Dividends received		<u>42,996</u>	<u>42,458</u>
Net cash provided by/(used in) investing activities		<u>99,233</u>	<u>(606,218)</u>
Cash flows from financing activities:			
Repayment of finance lease liabilities		-	(4,986)
Net cash (used in) financing activities		<u>-</u>	<u>(4,986)</u>
Change in cash and cash equivalents in the year		(747,303)	(1,104,155)
Cash and cash equivalents brought forward		1,128,943	2,233,098
Cash and cash equivalent carried forward	19	<u>381,640</u>	<u>1,128,943</u>

Notes to the financial statements

Year ended 31 December 2023



General Information

The Big C Appeal Limited is a private company limited by guarantee without share capital registered in England and Wales, registration number 01521441. The registered office is Centrum, Norwich Research Park, Colney Lane, Colney, Norwich, NR4 7UG. The charity is also registered with the Charity Commission, registration number 281730.

1. Accounting policies

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s) as modified to include investment assets at fair value through income and expenditure.

The charity constitutes a public benefit entity as defined by FRS102 and the reporting currency is £ sterling.

1.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

1.3 Income recognition

All income is accounted for in the SOFA when the charity is entitled to the income, there is sufficient certainty of receipt and so it is probable that the income will be received and when the amount can be quantified with reasonable accuracy. These are stated net of Value Added Tax where applicable.

Notes to the financial statements

Year ended 31 December 2023



Donations and the proceeds of events are credited in the charity's records when they are received at the charity office. No account is taken of monies in the process of collection.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably.

Clothing and other items donated for resale through the charity's shops are included as income within activities for income when they are sold.

The value of services provided by volunteers has not been included.

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator / executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy.

There are several legacies subject to a prior life interest. These legacies are not recognised until the death of the life tenant.

Interest on funds held on deposit or invested is included upon notification of the interest paid or payable by the bank.

1.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds comprise the costs incurred by the charity, in inducing others to make voluntary gifts.

Where expenditure relates directly to the charity shops, merchandise or internally organised events, it is allocated to costs for raising funds.

Charitable activities expenditure comprises grants and Big C support and information operations.

Irrecoverable VAT is charged as an expense against the activity for which the expenditure arose.

Where expenditure incurred relates to more than one cost category, it is apportioned between them, as detailed in note 2.

Notes to the financial statements

Year ended 31 December 2023



1.5 Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the charity are accounted for on an accruals basis and included within employee benefits.

1.6 Grants

Grants payable are charged in the year when the offer is conveyed to the recipient. Grants not accessed by the recipient's lapse within six months, or a longer period where appropriate, unless the Trustees approve an extension.

A provision for a multi-year grant is recognised at its present value where a settlement is due over more than one year from the date of the award and the discount is material.

1.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Assets greater than £500 are capitalised. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life. A full year of depreciation is charged in the year of acquisition and none in the year of disposal. The rates of depreciation used are as follows:

Freehold property	over 50 years
Leasehold property	over the life of the lease
Fixtures, fittings and equipment	20% reducing balance
Motor vehicles	25% reducing balance

The carrying values of tangible fixed assets are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recovered.

1.8 Fixed asset investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

1.9 Stocks

For practical reasons donated goods are recognised only on their sale. Therefore no amounts are included in the financial statements for donated goods held at the year end.

Notes to the financial statements

Year ended 31 December 2023



1.10 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

1.11 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.13 Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity without further specified purpose, and are available as the general reserve.

1.14 Restricted funds

Restricted funds are donations, grants and other income receivable or generated for a specific pre defined use by the charity.

1.15 Designated funds

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of designated funds are set out in the notes to the financial statements.

1.16 Allocation of support and Governance costs

Support costs have been differentiated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs relating to trustee board and sub committee meetings.

Notes to the financial statements

Year ended 31 December 2023



1.17 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

1.18 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

1.19 Financial instruments

The charity only enters into basic financial instruments, transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in quoted ordinary shares.

1.20 Critical accounting estimates and areas of judgement

Useful economic lives of tangible assets.

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 8 for the carrying amount of property, plant and equipment and note 1.7 for the useful economic lives for each class of assets.

Legacies

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator, executor for the estate has communicated in writing both the amount and settlement date.

Notes to the financial statements

Year ended 31 December 2023



2. Total expenditure

	Direct Activities £	Support £	2023 £	2022 £
Cost of raising Funds	1,537,442	143,162	1,680,604	1,580,558
Charitable activities (see note 3)	1,320,283	335,275	1,655,558	1,224,110
Loss on disposal of fixed assets	-	-	-	9,852
	2,857,725	478,437	3,336,162	2,814,520

During the year expenses are apportioned between three departments, these are shops, fundraising and support costs. A breakdown of where department costs have been allocated to can be seen in note 17.

Shop expenses have been directly allocated to activities to generate funds.

Fundraising expenses have been allocated directly to the activity to which the expense relates where possible.

Support costs have been apportioned on a support staff time basis, with the exception of audit fees which have been allocated to governance expenses.

	% support staff time
Legacies	3
In memorium	1
Donations	16
Trusts	-
Shops	8
Events	-
Charitable	36
Grants	25
Governance	11

Notes to the financial statements

Year ended 31 December 2023



3. Analysis of charitable expenditure

	Charitable Costs £	Grant Costs £	Support & governance £	2023 £	2022 £
Big C Centres- running costs	228,519	-	115,097	343,616	94,016
Big C support and information operations	848,366	-	52,051	900,417	820,859
Research	-	199,079	88,180	287,259	75,534
Equipment	-	-	18,167	18,167	22,437
Support	-	-	4,099	4,099	113,295
Student bursaries	-	-	334	334	4,520
Other projects	44,319	-	146	44,465	44,187
Governance costs	-	-	57,201	57,201	49,262
	1,121,204	199,079	335,275	1,655,558	1,224,110

Big C Centre's project costs relate to the running costs of the centres at the Norfolk and Norwich Hospital, Dereham Road Norwich, Great Yarmouth, King's Lynn, and the outreach services provided at Cromer, Lousie Hamilton Centre, Wells and Thetford. They include the provision of information, education, exercise, counselling, welfare advice and complimentary therapies at these sites.

Research, equipment, support and student bursaries are the four types of grants expended. An analysis of grants expended can be seen in note 4.

Governance costs analysed within support are an apportionment of 1% of fundraising staff time and 11% of support staff time.

Of the £1,655,558 expenditure in 2023 (2022: £1,224,110), £1,568,943 was charged to unrestricted funds (2022: £1,180,007) and £86,615 to restricted funds (2022: £44,103).

Notes to the financial statements

Year ended 31 December 2023



4. Grants payable

	Research £	Equipment £	Support £	Bursaries £	2023 £	Research £	Equipment £	Support £	Bursaries £	2022 £
Reconciliation of grants payable										
Commitments at 1.1.23	198,256	280,000	171,125	1,400	650,781	485,805	364,950	216,753	1,400	1,068,908
Commitments made in the year	201,377	-	-	-	201,377	-	10,000	125,000	4,200	139,200
Grants cancelled or recovered	(2,298)	-	-	-	(2,298)	(8,860)	(4,950)	(15,628)	-	(29,438)
Grants payable for the year	199,079	-	-	-	199,079	(8,860)	5,050	109,372	4,200	109,762
Grants paid during the year	124,266	80,000	155,000	1,400	360,666	278,689	90,000	155,000	4,200	527,889
Commitments at 31.12.23	273,069	200,000	16,125	-	489,194	198,256	280,000	171,125	1,400	650,781
Within one year	73,069	120,000	16,125	-	209,194	169,089	120,000	156,125	1,400	446,614
After more than one year	200,000	80,000	-	-	280,000	29,167	160,000	15,000	-	204,167
	273,069	200,000	16,125	-	489,194	198,256	280,000	171,125	1,400	650,781

Notes to the financial statements

Year ended 31 December 2023



4a. Grants

	2023 £	2022 £
Grants for research		
Helping the Immune System Fight Cancer: Developing Small Molecule Leads for Immune Checkpoint Therapy Using Peptide Scaffolds	50,000	-
Unravelling interactions of genotoxic E. coli with human colonic epithelium and the microbiome under physiologically relevant conditions	50,000	-
Investigating the metabolic link between leukaemia and heart failure	50,000	-
Designing novel biotherapeutics for effective and targeted treatment of cancer	50,000	-
Taking back control of the immune system: Peptide directed binding to identify small molecule leads for immune checkpoint therapy (travel costs)	1,377	-
Grants for support		
Priscilla Bacon Hospice to support the construction of a new hospice accessible to cancer patients	-	125,000
Grants for equipment		
Boudicca Appeal	-	10,000
Student Bursaries		
Awards to no (three in 2022) undergraduates	-	4,200
Total research grants	201,377	139,200

During the year £201,377 (2022: £135,000) was awarded to institutions and £0 (2022: £4,200) to individuals.

Notes to the financial statements

Year ended 31 December 2023

5. Net income for the year

This is stated after charging:

	2023	2022
	£	£
Depreciation of tangible owned assets	94,205	95,750
Loss on disposal of fixed assets	-	9,852
Auditors remuneration – Audit	10,450	9,685
Operating lease costs	241,780	249,647
Gains/(losses) on fair value of investments	59,585	(124,670)

6. Staff costs and numbers

Staff costs were as follows:

	2023	2022
	£	£
Staff costs (gross salary and other staff costs)	1,779,881	1,569,622
Social security costs	131,159	116,566
Pension	78,012	69,160
	1,989,052	1,755,348

Included in the above are redundancy payments of £nil (2022: £6,338)

The following numbers of staff have emoluments above £60,000:

	2023	2022
Between £70,000 - £80,000	1	1
Between £60,000 - £70,000	2	2

Average number of employees for headcount for the year was as follows:

Headcount:	2023	2022
Fundraising	5	3
Charity shops	45	45
Management and administration	12	12
Charitable activities	26	21
	88	81

Notes to the financial statements

Year ended 31 December 2023

6. Staff costs and numbers (continued)

The key management personnel of Big C are the Executive Team. The total employee benefits of the Executive Team in the year was £259,649 (2022: £260,884).

7. Taxation

The company is a registered charity and there is no liability to corporation tax.



Cancer Charity

— EST. NORFOLK 1980 —

Notes to the financial statements

Year ended 31 December 2023

8. Tangible fixed assets

	Freehold Property £	Leasehold Property £	Fixtures, Fittings & equipment £	Motor Vehicles £	Total £
Cost					
As at 1 January 2023	953,612	103,890	656,506	72,054	1,786,062
Additions	109,458	-	44,789	-	154,247
As at 31 December 2023	<u>1,063,070</u>	<u>103,890</u>	<u>701,295</u>	<u>72,054</u>	<u>1,940,309</u>
Depreciation					
As at 1 January 2023	104,471	24,109	409,856	54,961	593,397
Charge for the year	21,264	10,389	58,278	4,274	94,205
As at 31 December 2023	<u>125,735</u>	<u>34,498</u>	<u>468,134</u>	<u>59,235</u>	<u>687,602</u>
Net book value					
As at 31 December 2023	<u>937,335</u>	<u>69,392</u>	<u>233,161</u>	<u>12,819</u>	<u>1,252,707</u>
As at 31 December 2022	<u>849,141</u>	<u>79,781</u>	<u>246,650</u>	<u>17,093</u>	<u>1,192,665</u>

Notes to the financial statements

Year ended 31 December 2023

The net book value at 31 December 2023 represents fixed assets used for:

	Freehold Property £	Leasehold Property £	Fixtures, Fittings & equipment £	Motor Vehicles £	Total £
Charity shops	65,543	-	85,269	12,819	307,631
Charitable operations	871,792	67,509	89,410	-	884,711
Administration	-	1,883	58,482	-	60,365
	937,335	69,392	233,161	12,819	1,252,707

Notes to the financial statements

Year ended 31 December 2023



9. Investments

Fixed asset investments represent amounts held for future return on medium and long cash deposits.

	2023 £	2022 £
Market Value At 1 January	1,104,907	1,196,868
Purchase of investments at cost	193,403	76,574
Disposal of investments	(389,128)	(36,104)
	<u>909,182</u>	<u>1,237,338</u>
Net unrealised investment gain/(loss)	59,585	(124,670)
Movement in cash held for investment purposes	(20,326)	(7,761)
At 31 December	<u>948,441</u>	<u>1,104,907</u>
 Listed investments	 923,567	 1,059,707
Cash held for investment purposes	24,874	45,200
Total investments as 31 December	<u>948,441</u>	<u>1,104,907</u>

No material shareholdings were held by the Charity in any one company.

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

10. Debtors

	2023 £	2022 £
Other debtors and accrued income	952,446	841,769
Prepayments	60,022	55,622
	<u>1,012,468</u>	<u>897,391</u>

The charity has been notified of additional legacies which have not been accrued for within the accounts as there is ongoing uncertainty over the value to be received.

Notes to the financial statements

Year ended 31 December 2023



11. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	50,864	91,310
Other creditors	34,374	24,636
Taxation and social security	37,449	32,339
Accruals	47,928	42,795
Charitable grants payable	209,194	446,614
Big C Centre NNUH running costs	100,565	228,911
	<u>480,374</u>	<u>866,605</u>

12. Creditors: amounts falling due after more than one year

	2023	2022
	£	£
Charitable grants payable	280,000	204,167
Big C Centre NNUH running costs	-	100,565
	<u>280,000</u>	<u>304,732</u>

Notes to the financial statements

Year ended 31 December 2023

13. Statement of funds	As at 1 January 2023 £	Income £	Expenditure £	Transfer between funds £	Investment gains £	As at 31 December 2023 £
General reserve	2,964,811	2,710,418	(3,229,347)	61,264	59,585	2,566,731
Designated reserve	91,340	76,181	(20,200)	(60,060)	-	87,261
Total unrestricted funds	<u>3,056,151</u>	<u>2,786,599</u>	<u>(3,249,547)</u>	<u>1,204</u>	<u>59,585</u>	<u>2,653,992</u>
Restricted funds						
Nearer to Home	4,732	2,820	(7,552)	-	-	-
Calm Apps	159	-	(159)	-	-	-
Online Physical	694	-	(694)	-	-	-
Tackling Inequalities	2,770	-	-	-	-	2,770
Palliative Care	12,478	-	(3,334)	-	-	9,144
Nutrition	29,181	12,438	(32,031)	-	-	9,588
NCF - Service Access	1,204	-	-	(1,204)	-	-
Walking Football	-	11,012	(5,002)	-	-	6,010
Health Academy	-	12,000	(4,832)	-	-	7,168
NNUH refurbishment	-	13,434	-	-	-	13,434
Finance & Welfare	-	38,920	-	-	-	38,920
Core costs - education	-	10,000	(1,910)	-	-	8,090
Core costs - S&I	-	91,243	(30,351)	-	-	60,892
Research	-	750	(750)	-	-	-
Total restricted funds	<u>51,218</u>	<u>192,617</u>	<u>(86,615)</u>	<u>(1,204)</u>	<u>-</u>	<u>156,016</u>
Total funds	<u>3,107,369</u>	<u>2,979,216</u>	<u>(3,336,162)</u>	<u>-</u>	<u>59,585</u>	<u>2,810,008</u>

Notes to the financial statements

Year ended 31 December 2023

13. Statement of funds

	As at 1 January 2022	Income	Expenditure	Transfer between funds	Investment (losses) £	As at 31 December 2022
	£	£	£	£		£
General reserve	2,387,421	3,009,038	(2,747,167)	440,189	(124,670)	2,964,811
Designated reserve	46,860	69,130	(23,250)	(1,400)	-	91,340
Total unrestricted funds	<u>2,434,281</u>	<u>3,078,168</u>	<u>(2,770,417)</u>	<u>438,789</u>	<u>(124,670)</u>	<u>3,056,151</u>
Restricted funds						
Nearer to Home	441,561	14,054	(12,094)	(438,789)	-	4,732
Calm Apps	159	-	-	-	-	159
Online Physical	834	-	(140)	-	-	694
King's Lynn Centre	9,559	200	(9,759)	-	-	-
Tackling Inequalities	2,770	-	-	-	-	2,770
Palliative Care	10,308	12,500	(10,330)	-	-	12,478
Nutrition	12,438	24,876	(8,133)	-	-	29,181
NCF - Service Access	-	4,851	(3,647)	-	-	1,204
Total restricted funds	<u>477,629</u>	<u>56,481</u>	<u>(44,103)</u>	<u>(438,789)</u>	<u>-</u>	<u>51,218</u>
Total funds	<u>2,911,910</u>	<u>3,134,649</u>	<u>(2,814,520)</u>	<u>-</u>	<u>(124,670)</u>	<u>3,107,369</u>

Notes to the financial statements

Year ended 31 December 2023



13. Statement of funds (continued)

Designated reserve

The designated reserve relates to LILAC Ladies who are a fundraising group raising money on behalf of The Big C Appeal. Transfers amounting to £60,060 (2022: £1,400) have been made to the unrestricted fund in relation to donations paid to the Big C Appeal and commitments made to fund a PhD grant awarded in the year.

Restricted reserves

Nearer to Home – Monies raised to provide funds for the construction of a new cancer community Support and Information Centre on Dereham Road, Norwich. Funds of £nil (2022: £438,789) have been transferred to unrestricted funds in respect of costs incurred to date.

Calm Apps - Monies received to purchase licences for a wellbeing Calm App to be given to those service users who would benefit from the app.

Online Physical - Monies received to fund the creation of digital content for the website focusing on exercise for those affected by cancer.

King's Lynn Centre - Monies received to equip the new Support and Information Centre on Railway Road.

Tackling Inequalities – monies for the production of exercise videos in support of the online cancer and exercise programme.

Palliative Care – monies to provide support to those cancer patients with a palliative diagnosis.

Nutrition – monies to provide a lifestyle behavioural change intervention based around nutrition and realistic goal setting.

NCF Service Access – monies to enable purchase of tablets to allow access to Big C services. A transfer has been made of £1,204 in recognition of fixed assets purchased with the funding.

Walking football – monies to enable the provision of walking football exercise and support groups for people affected by cancer.

Health Academy – monies to support the Health Academy in its work to improve cancer prevention, awareness and recovery across Norfolk and Waveney.

Finance & Welfare – monies to support the provision of finance and welfare advice.

Notes to the financial statements

Year ended 31 December 2023



Core costs (Education) – monies to support the work within the Education programme.

Core costs (Support & Information) - monies to support the work of the support and information centres across the county.

Research – monies to support the work funded by Big C into cancer research across the Norwich Research Park.

Notes to the financial statements

Year ended 31 December 2023



14. Analysis of net assets between funds

	General Fund £	Designated Fund £	Restricted Fund £	Total Funds £
Fixed assets	2,201,148	-	-	2,201,148
Current assets	1,125,957	87,261	156,016	1,369,234
Current liabilities	(480,374)	-	-	(480,374)
Long term liabilities	(280,000)	-	-	(280,000)
Net assets as at 31 December 2023	<u>2,566,731</u>	<u>87,261</u>	<u>156,016</u>	<u>2,810,008</u>

	General Fund £	Designated Fund £	Restricted Fund £	Total Funds £
Fixed assets	2,297,572	-	-	2,297,572
Current assets	1,838,576	91,340	51,218	1,981,134
Current liabilities	(866,605)	-	-	(866,605)
Long term liabilities	(304,732)	-	-	(304,732)
Net assets as at 31 December 2022	<u>2,964,811</u>	<u>91,340</u>	<u>51,218</u>	<u>3,107,369</u>

15. Related parties

The Trustees all give their time and expertise freely without any form of remuneration or other benefit in cash or kind.

Trustees' expenses amounting to £nil (2022: £Nil) were reimbursed to no (2022: none) Trustees during the year in regards to travel.

Donations of £1,020 were received from two trustees (2022: £720).

Notes to the financial statements

Year ended 31 December 2023



16. Lease commitments

Operating leases

The charity was committed to making the following total future minimum lease payments under non-cancellable operating leases in respect of land and buildings

	2023	2022
	£	£
Within one year	199,992	206,950
Between two and five years	228,334	332,130
Over five years	-	25,625
	<u>428,326</u>	<u>564,705</u>

Notes to the financial statements

Year ended 31 December 2023

17. Expense analysis

	Generating voluntary income	Activities to raise funds	Charitable activities	Governance	2023	2022
	£	£	£	£	£	£
Shop	-	1,215,549	-	-	1,215,549	1,131,415
Other activities undertaken directly	314,603	-	-	-	314,603	302,258
Support costs	91,172	51,990	278,074	57,201	478,437	454,273
Grants	-	-	199,079	-	199,079	109,762
Big C Centre NNUH	-	-	228,519	-	228,519	(16,139)
Big C support and information Operations	-	-	848,366	-	848,366	771,042
Other projects	-	-	44,319	-	44,319	44,048
Investment management fees	-	7,290	-	-	7,290	8,009
	<u>405,775</u>	<u>1,274,829</u>	<u>1,598,357</u>	<u>57,201</u>	<u>3,336,162</u>	<u>2,804,668</u>

Notes to the financial statements

Year ended 31 December 2023



18. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net (expenditure)/income for the year (as per Statement of Financial Activities)	(356,946)	320,129
Adjustment for:		
Dividends received	(42,996)	(42,458)
Interest receivable	(14,759)	(10,353)
Depreciation Charges	94,205	95,750
Loss on disposal of fixed asset	-	9,852
(Increase) in debtors	(115,077)	(170,883)
(Decrease) in creditors	(410,963)	(694,988)
Net cash (used in) operating activities	(846,536)	(492,951)

19. Analysis of cash and cash equivalents and net debt

	2023 £	2022 £
Cash in hand	304,548	446,159
Notice deposits (Less than 3 months)	52,218	637,584
Cash held for investment purposes	24,874	45,200
Total	381,640	1,128,943

	At 1 January 2023	Cash movements	At 31 December 2023
Cash at bank and in hand	1,128,943	(747,303)	381,640

20. Pensions and other post retirement benefits

Defined contribution plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £78,012 (2022: £69,160).

Notes to the financial statements

Year ended 31 December 2023



21. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

Financial assets	2023 £	2022 £
Measured at fair value through net income		
- Fixed asset listed investments (note 9)	948,441	1,104,907

22. Capital Commitments

During 2021 the charity entered into a contract for the building of a new Support and Information Centre in Norwich for £ 699,886 (2022: £609,450).

As at the 31 December 2023, £16,205 (2022: £13,953) remained outstanding and this is expected to be settled during 2024.

23. Government Funding

Income for 2023 includes £19,871 of Government funding (2022: £4,626).

24. Limited by guarantee

The Big C Appeal Limited is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.